

Benchmark Vd.1.3: Design CW Director Mentorship program and Organizational Effectiveness model based on child welfare practice model developed under the Future of CW project.

Evidence of Completion: Summary of Mentorship program and Effectiveness model designed

Benchmark Vd.1.4: Implement the Child Welfare Director mentorship program.

Evidence of Completion: Summary report of mentorship program in place

Benchmark Vd.1.5: Implement Organizational Effectiveness model for targeted agencies.

Evidence of Completion: Summary analysis of implemented Organizational Effectiveness model

Child Welfare Director Mentorship program

In reviewing possible options for the Child Welfare Director Mentorship program, a survey of other states was completed. Several states were identified as having mentoring systems, but none utilized a peer-to-peer model. Michigan appeared to have a robust model however they took an enterprise approach as opposed to focusing on a specific area such as child welfare.

During Quarter 5, the Professional Development System in consultation with University of Wisconsin faculty members began creating a survey designed to determine the needs and interest for a Child Welfare Director Mentorship program. The survey (see attached) focused on areas in which directors felt they were competent and could assist their peers, and areas where they felt a need for a greater knowledge or skill base. The survey also requested information as to whether or not the current directors provided daily supervision of child welfare cases and whether the directors had met the training requirements under DCF 43. Finally, the survey asked each respondent to identify his or her willingness to participate in the program as either a mentor or a mentee. The survey was sent out to all 72 county directors. 35 individual counties responded for a response rate of slightly less than 50%.

As part of the survey a number of directors expressed interest in assisting in the development of this program. As a result, a meeting was held on March 26, 2012 with interested agency directors. The purpose of the meeting was to develop the foundation for the program, set parameters, and determine the most effective method in facilitating the mentor/mentee relationship.

The results of that meeting were the initiation of mentoring seminars scheduled quarterly in 2012 and 2013. These seminars will consist of a half day child welfare curriculum and a half day of child welfare leadership facilitated discussion. The first seminar day will be held June 21, 2012 in Wausau for agency directors who have expressed an interest in being part of the mentor/mentee relationship. As a result of the survey tool we have identified 26 directors who have expressed an interest in being part of this program. It is anticipated, based on the results of the survey as well as capacity, that the professional development system will be coordinating approximately 20 mentoring relationships in 2012. The initial meeting will include a half day session on what quality mentoring relationships include and a half day of need identification with participants. The afternoon will also be utilized to match subject matter expert mentors with identified needs, using a “communities of practice” model. The remainder of quarterly mentoring seminars will include a half day of content at each session (including leadership issues related to safety, leadership around child welfare standards and policies, and one content area to be

determined by the group) and a half day of facilitated discussion about issues related to leadership in the areas being studied.

Organizational Effectiveness

During Quarters 1 through 4, the Professional Development System piloted Organizational Effectiveness (OE) in 4 counties throughout Wisconsin. These pilot sites included large, medium, and small counties in population. The pilots included one targeted project to improve the delivery of crisis services to child welfare (as well as mental health and juvenile justice), 2 projects that focused on the improvement of the delivery of foster care services, and 1 small county project that worked to improve overall agency service delivery.

During the development phase of this program, the Professional Development System worked with the American Public Human Services Association (APHSA) to develop 3 contracted OE facilitators and 1 full-time OE coordinator for the program. As part of that development process a representative from APHSA has been on site and leading, co-facilitating, or observing each of the initial 6 counties as they participated in the organizational effectiveness process.

In December 2011, all the OE pilot counties met with the Professional Development System to discuss the overall outcomes and how to best use information gathered during the pilot phase and incorporate this data as we began statewide implementation in January 2012. The overall outcomes, reported by the four pilot counties involved in the organizational effectiveness initiative, indicate that the program is meeting expectations in regards to change in agency service delivery. Each county representative at the outcomes meeting reported on their experiences and each county felt that the facilitated process was instrumental in enabling positive change in their human services system. The identified target project areas had all been completed and implemented and appeared to be successful in meeting the needs of service consumers of each agency. Counties were working on continuing to utilize the process in each venue without the oversight of the Professional Development System, with varying degrees of success.

In 2012, the Professional Development System continued its work with county agencies to improve service delivery using the Organizational Effectiveness process. As part of that endeavor, a timely opportunity exists to establish OE tools in the implementation of the Child Welfare Practice Model supported by the Department of Children and Families. Attendant feedback loops, which are intrinsic to the OE model, will help counties to evaluate whether they have addressed outcomes consistent with the values and principles of the Child Welfare Practice Model and adjust their county plans moving forward. As future counties are brought into the facilitation process the OE model will be utilized to embed the values and philosophies of the Child Welfare Practice Model into county service delivery systems. Currently County 1 is addressing the department's ability to effectively engage clients in the human service department. County 2 is addressing the agency's continued ability to provide quality services in an environment of shrinking resources by making better use of community stakeholder partnerships in service provision.

The Professional Development System has the capacity to serve a minimum of 4 agencies per calendar year. As part of the selection process, the Professional Development System has developed a referral

application process (see attached) that identifies readiness for agencies that express interest in involvement with the Organizational Effectiveness program. As part of this referral process selection criteria have been established which include an enhanced priority for agency requests directly related to improving child safety, permanency, and well-being. A mechanism to assist in the transfer of learning of this process as well as the skills necessary to facilitate this model internally is continually being developed as we move forward. A meeting is scheduled for April 26, 2012 with 8 county agencies that have expressed an interest in the OE process to identify the agencies to be served by the project in the remainder of 2012 and early 2013.